

**Adams County**  
**Workforce and Business Center**  
**Local Plan**

**Workforce Innovation and Opportunity Act**

**4 Year Plan**

**July 1, 2016 – June 30, 2020**

Adams County Workforce and Business Center  
4430 South Adams County Parkway  
Suite W5000  
Brighton, CO 80601



**ADAMS COUNTY WORKFORCE AND BUSINESS CENTER LOCAL PLAN**

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## **ADAMS COUNTY WORKFORCE AND BUSINESS CENTER LOCAL PLAN**

### **INTRODUCTION**

Program Year 2015 marks the first year of the Workforce Innovation and Opportunity Act (WIOA). WIOA requires each workforce development board to develop and submit, in partnership with the local chief elected official, to the state a comprehensive four-year plan. The WIOA four-year plan will be effective July 1, 2016 - June 30, 2020.

The local and regional plan shall support the alignment strategy described in the state plan in accordance with WIOA Section 102(b)(1)(E), and otherwise be consistent with the state plan. Workforce Development Boards shall comply with WIOA Sections 106(c) and 108 in the preparation and submission of the plan.

### **Federal and State Requirements for Local Administration of the Workforce Innovation and Opportunity Act**

Reference the Workforce Innovation and Opportunity Act, Public Law 113-128, enacted July 22, 2014. Additional information is available at the U.S. Department of Labor Employment and Training Administration website: [www.doleta.gov](http://www.doleta.gov)

### **Public Comment**

In accordance with the Workforce Innovation and Opportunity Act, Section 108(d), the workforce development board shall make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media; allow for public comment not later than the end of the 30 day period beginning on the date the proposed plan is made available; and, include with submission of the local plan any comments that represent disagreement with the plan.

### **Plan Submission and Due Date**

The local plan must be submitted in the Colorado Workforce Development Council (CWDC) through the Administrative Adjustment process. *The due date is May 1, 2016.*



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### ACRONYMS

AARP: American Association of Retired Persons	LVER: Local Veteran Employment Representative
ABE: Adult Basic Education	LWDB: Local Workforce Development Board
ACWBC: Adams County Workforce and Business Center	MDMA: Metro Denver Manufacturing Alliance
ACWBD: Adams County Workforce Development Board	MIS: Management Information System
AD: Adult	MOU: Memorandum of Understanding
ADA: Americans with Disabilities Act	MSA: Metropolitan Statistical Area
BDR: Business Development Representative	MSFW: Migrant Season Farm Worker
BOCC: Board of County Commissioners	NAICS: North American Industry Classification System
CDE: Colorado Department of Education	NEG: National Emergency Grant
CDHS: Colorado Department of Human Services	ONET: The Occupational Information Network
CDLE: Colorado Department of Labor and Employment	RFI: Request for Information
CIP: Classification of Instructional Program	RFP: Request for Proposal
CLEO: Chief Local Elected Official	RESEA: Re-employment Services and Eligibility Assessment
CUWA: Colorado Urban Workforce Alliance	RVER: Regional Veterans Employment Representative
CW: Colorado Works	SER: Service, Employment, Redevelopment
CWDC: Colorado Workforce Development Council	SCSEP: Community Services Employment Program
DVOP: Disabled Veterans Outreach Program	SNAP E&T: Supplemental Nutrition Assistance Program
DVR: Division of Vocational Rehabilitation	SOC: Standard Occupational Classification
DW: Dislocated Worker	TABE: Test of Adult Basic Education
GED: General Equivalency Diploma	TANF: Temporary Assistance for Needy Families
GMDHP: Greater Metro Denver Healthcare Partnership	U.S.C.: United States Code
EF: Employment First	USDOL: United States Department of Labor
EMSI: Economic Modeling Specialists International	Vets: Veteran Services
ESL: English as a Second Language	WBC: Adams County Workforce and Business Center
ETPL: Eligible Training Provider List	WDB: Workforce Development Board
IGA: Intergovernmental Agreement	WIA: Workforce Investment Act
ITA: Individual Training Accounts	WIOA: Workforce Innovation and Opportunity Act
LMI: Labor Market Information	WP: Wagner Peyser
LQ: Location Quotient	WTE: Work Training Experience



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### FOR EACH LOCAL AREA IN THE PLANNING REGION

The Colorado Workforce Development Council Continuous Improvement Management System (CIMS) questions are incorporated into the local area plan below. Quarterly reports will be required that highlight the specific questions that will impact performance incentives. The quarterly report will be reviewed by the CDLE Regional Liaisons and Program Monitors, plus the Colorado Workforce Development Council. Additional guidance regarding performance incentives and quarterly reporting will be provided in a separate Program Guidance Letter (PGL).

**Note:** In the event that a single local area also comprises a regional planning area, questions 1-3 can be eliminated from the local plan because they duplicate questions in the regional plan.

1. Provide an analysis of the economic conditions in the local area including:
  - a. Existing and emerging in-demand industry sectors and occupations; and

NAICS	Industries with prospective growth	2015 Jobs	2020 Jobs	2015 - 2020 Change	2015 - 2020 % Change
62	Health Care and Social Assistance	19,179	24,317	5,138	27%
90	Government	40,877	45,404	4,527	11%
23	Construction	25,555	29,110	3,555	14%
44	Retail Trade	20,318	22,507	2,189	11%
72	Accommodation and Food Services	15,031	17,060	2,029	13%
56	Admin. and Support and Waste Mgmt and Rem. Services	12,237	14,190	1,953	16%
54	Professional, Scientific, and Technical Services	7,048	8,200	1,152	16%
42	Wholesale Trade	15,383	16,336	953	6%
81	Other Services (except Public Administration)	8,192	8,924	732	9%
21	Mining, Quarrying, and Oil and Gas Extraction	660	1,125	465	70%

SOC	Occupations with prospective growth	2015 Jobs	2020 Jobs	2015 - 2020 Change	2015 - 2020 % Change
29-1141	Registered Nurses	5,812	7,197	1,385	24%
35-3021	Food Preparation and Serving Workers, Including Fast Food	5,436	6,355	919	17%
41-2031	Retail Salespersons	5,898	6,728	830	14%
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	3,788	4,607	819	22%
43-6014	Secretaries and Admin Assistants, Medical, and Executive	4,922	5,528	606	12%



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53-3032	Heavy and Tractor-Trailer Truck Drivers	6,831	7,403	572	8%
47-2061	Construction Laborers	3,648	4,211	563	15%
43-9061	Office Clerks, General	3,293	3,778	485	15%
31-1014	Nursing Assistants	1,825	2,252	427	23%
47-2111	Electricians	2,208	2,583	375	17%

b. The employment needs of employers in those industry sectors and occupations;

SOC	Adams County In-Demand Occupations	Annual Openings	2015 Jobs
25-1099	Postsecondary Teachers	617	3,543
29-1141	Registered Nurses	584	5,812
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	470	5,436
41-2031	Retail Salespersons	392	5,898
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	361	4,922
53-3032	Heavy and Tractor-Trailer Truck Drivers	337	6,831
47-2061	Construction Laborers	304	3,648
43-9061	Office Clerks, General	299	3,293
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	299	3,788
41-2011	Cashiers	266	3,996
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	263	4,645

2. Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the local area, including employment needs in in-demand industry sectors and occupations.

*A needs assessments will be done through Sector Partnership engagement. Once an assessment is done, community partners will explore existing resources and possible development of solutions to meet sector issue(s) identified through Sector Partnership activities and workgroups.*

3. Provide an analysis of the workforce in the local area, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the local area, including individuals with barriers to employment.

*Labor Market Information (LMI) and trends are examined through Economic Modeling Specialists International (EMSI) and Connecting Colorado reported conducted.*



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### Adams County Economic Overview

Population (2015)	489,391
Jobs (2015)	211,536
Average Earnings (2016)	\$56,751
Unemployed (2/2016)	9,256
Completions (2014)	10,762
GRP (2014)	\$19,553,178,316
Exports (2014)	\$28,473,002,365
Imports (2014)	\$29,162,324,339

### Employment, Labor Force and Unemployment

The Adams County Workforce region covers over 1,100 square miles. It makes up the north eastern part of the greater metro Denver area. It is the fifth most populous county of the 64 counties in Colorado.

Unemployment Rate, Colorado Central Planning Region, November 2015			
Area	Unemployment Rate	Labor Force	Unemployed
Adams	3.8%	244,895	9,427
Arapahoe	3.2%	332,948	10,816
Boulder	2.8%	176,779	4,904
Broomfield	3.0%	33,676	1,000
Clear Creek	3.1%	5,565	171
Denver	3.2%	370,023	11,947
Douglas	2.7%	169,318	4,616
Gilpin	2.6%	3,378	87
Jefferson	3.1%	312,034	9,583
Larimer	2.9%	179,427	5,225
Arapahoe/Douglas Workforce Area	3.1%	502,266	15,432
Tri-County Workforce Area	3.1%	320,977	9,841
Boulder MSA	2.8%	176,779	4,904
Fort Collins-Loveland MSA	2.9%	179,427	5,225
Denver-Aurora-Lakewood MSA	3.2%	1,494,481	48,281
Colorado Central Planning Region	3.2%	1,828,043	57,776

Source: Local Area Unemployment Statistics (LAUS), U.S. Bureau of Labor Statistics

The most recent unemployment numbers indicate an unemployment rate of 3.8% with a labor force of over 240-thousand. This represents about 16% of the total labor force in the metro Denver area.

As of February 2016 the total unemployment number is over nine thousand.

The industries dealing with the biggest percentage of unemployment include Retail and Transportation, both with 8% of the total unemployment.

Government makes up 12% of the total unemployment. Construction is the hardest hit with 21% unemployment, representing 1,950 Adams County Residents.



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### Trends

#### Job Growth

The last five years demonstrates job growth of over 27%. This compared to 12% for the state and 7% for the U.S. Post-Secondary Teachers are growing the fastest, while telemarketers are in a steep decline.

	Region	2010 Jobs	2015 Jobs	Change	% Change
•	Adams County	165,642	211,536	45,894	27.7%
•	Colorado	2,506,058	2,813,823	307,765	12.3%
•	United States	144,173,683	155,324,531	11,150,848	7.7%

#### Growing & Declining Occupations

Occupation	Change in Jobs (2010-2015)	
Postsecondary Teachers	2,826	■
Registered Nurses	2,300	■
Combined Food Preparation and Serving Workers, Including Fast Food	1,367	■
Bus Drivers, School or Special Client	-74	
Emergency Medical Technicians and Paramedics	-85	
Telemarketers	-228	■







#### Industry Growth

The last five years demonstrates industry growth for Colleges, Universities and Professional schools. While General Medical and Surgical Hospitals are giving way to State and Specialty Hospitals.










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### Growing & Declining Industries

Industry	Change in Jobs (2010-2015)	
Colleges, Universities, and Professional Schools (State Government)	8,603	
Hospitals (State Government)	6,352	
Specialty (except Psychiatric and Substance Abuse) Hospitals	4,590	
Other Technical and Trade Schools	-720	
Telemarketing Bureaus and Other Contact Centers	-730	
General Medical and Surgical Hospitals	-3,269	

### Educational Attainment

Those in the workforce with less than a High School diploma make up less than 19% of the population. Those with bachelors' degree or higher make up 36% of the population.

Education Level	2015 Population	2015 Percent	
• Less Than 9th Grade	26,939	8.7%	
• 9th Grade to 12th Grade	31,414	10.1%	
• High School Diploma	89,944	29.0%	
• Some College	71,063	22.9%	
• Associate's Degree	25,797	8.3%	
• Bachelor's Degree	45,226	14.6%	
• Graduate Degree and Higher	19,809	6.4%	

### Barriers to Employment

#### Poverty

It is estimated that over 114 thousand people make up the U-6 unemployment rate of unemployed, discouraged, marginally attached and those working part-time for economic reasons.

Estimated Counts	
Special Population	Estimate
Long Term Unemployed	14,854
Working Part-Time for Economic Reasons	70,686
Estimate of U-6 Rate	114,396

Sources: LAUS, National Unemployment Data



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### Incarceration

According to the Department of corrections over eleven thousand people are subject to either state parole or probation system guidelines making employment increasingly difficult.

- 8988 active cases with State probation
- 229 alcohol cases with private
- 328 regular adult cases at private
- 640 cases pending revocation with State probation
- 29 cases pending revocation at private probation
- 40 cases with active warrants with private probation
- 1007 cases with active warrants with State probation

4. Provide an analysis of the workforce development activities (including education and training) in the local area, including an analysis of the strengths and weaknesses of such services, and the capacity to provide such services, to address the identified education and skill needs of the workforce and the employment needs of employers in the local area.

- The Business Service team will participate in Sector Partnership activities to monitor the employer training needs of the identified key industries. The Adams County Workforce and Business Center (ACWBC) currently offers all the core services developed by the statewide business leadership team. Job Fairs, Postings, and Labor Market Information are currently the majority of employer services actively requested in the region.
- Monthly performance reports will monitor the number of services offered while the employer surveys will monitor both the quantity and quality of applicants provided to an employer through a given service. This analysis of the strengths and weaknesses of the services will be compared to previous quarters and program years to identify changes. Any drop in skill quality will be red-flagged for further research to determine if new skills are required to meet the industry needs.
- Monthly and quarterly Connecting Colorado posting reports will be analyzed and shared with Workforce Innovation and Opportunity Act (WIOA) Adult and WIOA Youth so they can make informed decisions as to the marketable training programs that are most in demand.

5. Describe the local board's strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), including goals relating to the performance accountability measures based on primary



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indicators of performance described in section 116(b)(2)(A) in order to support economic growth and economic self-sufficiency.

The board approved the following strategic vision statement at their March, 2016 meeting;

*“To effectively connect a world class workforce that meets the needs and exceeds the expectations of our partners in the Adams County business community.”*

The Adams County Workforce Development Board (ACWDB or WDB) is in the final stages of adopting a new 2 year strategic plan that focuses on three areas: Economic Mobility (serving those with barriers), System Capacity-building and Labor Market Intelligence.

We will build upon and align more closely with WIOA the previously approved goals;  
GOAL 1: Strengthen the local economy through an employer-focused workforce system

~ Strategy 1.1 - Provide quality workforce services and programs to area employers

GOAL 2: Manage resources in a fiscally responsible manner

~ Strategy 2.1 - Stay within the program year-to-date spending plan

~ Strategy 2.2 - Receive successful financial audits and reviews

GOAL 3: Provide area employers a skilled workforce

~ Strategy 3.1 - Meet or exceed mandated performance standards

~ Strategy 3.2 - Correlate expended training funds with program enrollments

~ Strategy 3.3 - Improve employment placement success

~ Strategy 3.4 - Deliver quality internal customer training

~ Strategy 3.5 - Administer excellent customer service

GOAL 4 - Achieve a high standard of workplace effectiveness

~ Strategy 4.1 - Provide a workplace that helps employees succeed at work and

yield positive organizational results

~ Strategy 4.2 - Increase staff knowledge of programs, policies and procedures

GOAL 5 -Maintain Continuous Improvement Council initiatives

~ Strategy 5.1 - Monthly process flow reviews

6. Describe the strategies and services that will be utilized to facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs. Specifically:

- (i) What outreach activities are planned to increase business engagement in your local area?



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- Continued participation in Economic Development Business Retention visits.
- Continued participation in networking events hosted by community partners.
- Sector based outreach for the purpose of sector grant initiatives.
- Regional cold canvassing of developing areas.
- Email blast advertising the recruiting and wage subsidy benefits of working with the workforce center.
- (ii) How will the Business Services Team be utilized for this purpose?
  - The Business Development Representatives will coordinate all outreach efforts.
- (iii) How will the members (particularly business members) of the LWDB and Youth Council/committee support these efforts?
  - The Local Workforce Development Board (LWDB) will be informed of sector selections and consulted on short-term and long-term partnership strategies.
- (iv) How will sector partnerships be utilized for this purpose?
  - After the LWDB advises on sector strategies, ACWBC will engage in sector engagement to discover what workforce can do. Any action will be based in employer-driven strategies.
- (v) What are your objectives and goals for these activities?
  - The goals and objectives for Adams County employer engagement are as follows:
    1. Leverage any and all workforce tools to facilitate the growth of the Adams County Economy and it's employers.
    2. Build, cultivate and maintain partnerships with Adams County employers through consistent quality delivery of the statewide core services.
    3. Act as a convener or mediator for sector leaders in Adams County and the region to provide a platform from which they can influence the regional training pipeline.
    4. Work with the educational community to identify Career Pathways of targeted sectors and relate those to the staffing patterns of active Adams County employers.



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7. Discuss the implementation of initiatives designed to meet the needs of employers in the local area that support the local board's strategy, including:
  - (i) **Work-Based Learning Programs:** Explain how you will utilize and promote incumbent worker training programs, on-the-job training programs, customized training programs, internships, or other activities for PY16.

Measurable outcomes for all Work Based Learning programs will be determined specifically for each grant program set forth through the EA process.

- **Youth:** Assessments will be completed to determine the needs of the youth participants on caseload and then matched to a work experience, laying the foundation toward a career pathway. Youth participants will also be assessed to determine other needs such as soft skills training. The WIOA Youth Program will continue to secure additional worksites that offer internships, paid work experiences, or summer employment for youth by conducting outreach to businesses, networking at events, and working with the LWDB to find new contacts. The WIOA Youth Program will continue to provide information about apprenticeship opportunities available to youth interested in post-secondary training and/or employment. Goals will include partnering with new and past worksites to provide work experience opportunities by conducting outreach to businesses. By providing referrals of appropriate candidates in industries that align with their intended career pathways, the WIOA Youth Program will expend program funds and ensure the success of work experiences. During the work experiences, the youth will be evaluated several times on performance, skills learned, attendance and addressing growth opportunities to assist the youth to be successful.
- **Adult/DW:** The Adams County Workforce and Business Center (ACWBC) WIOA Adult/Dislocated Worker (AD/DW) Program-staff will continue to work collaboratively with the Business Services staff to train job seekers to meet industry needs by utilizing Workforce Intelligence and the Economic Modeling Specialists Inc. (EMSI) data. On-the-job training (OJT) programs, customized training programs, internships and work experiences with various regional employers will be pursued based on sector initiatives and EMSI data. ACWBC staff will work with employers on job placement and advancement of trained participants. In addition, job seekers will be assessed and



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screened for job openings, identifying skills and training gaps. ACWBC will focus on training activities and workshops that upgrade job seeker's skills and make them more marketable for sustainable employment. OJT is marketed to key sector industries.

- **Incumbent Worker Training:** Business Services monitors warn notice to identify employers who may benefit from offering training to an employee who is at-risk of layoff. In addition, Business Service monitors drops in job growth in an industry and targets that industry with incumbent worker training as additional support for layoff aversion. Agreement plans are offered to provide incumbent worker training to employees that need an industry certification due to a change in industry standards.

- (ii) **Sector Partnerships Participation:** Explain how you will utilize the relationships built by your Business Services Team to enhance or expand participation in Sector Partnerships and also expand business services efforts. Indicate PY16 specific planned objectives and measurable outcomes.

Business Development Representative's (BDR) and the Regional Veterans Employment Representative (RVER) are assigned sector areas to enhance the expertise in each sector.

Sector Partnerships will be used to enhance or expand:

- Information to individual job seekers regarding expected wage and specific skill information required to gain employment in the manufacturing industry.
- Resume and interview guidance.
- Training guidance as to what available credentials and/or training institutions are most desirable to employers.
- Vocational guidance as to the career pathway options and critical manufacturing occupations that are available.
- Relationships in the sectors that are conducive to continuous improvement of services.

The Business Services Team continues involvement in three Sector Partnerships; Healthcare, Manufacturing and Construction. Outreach discussions include information about Sector Partnerships. Measurements of outreach effectiveness include penetration rate (Monthly, Quarterly,



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Program YTD, and Annual), Active Employers, and Sector Partnership goal achievements. Outreach canvassing and cold-calling will target employers who fall into a sector strategy. Sector outreach strategies will be monitored to ensure diversified employer groups are contacted regularly. Business Services will stay in touch with local area schools to exchange ideas on the talent pipeline and career pathways, to ensure that all entities have a shared understanding of the Sector Partnership vision. Adams County Workforce and Business Center (ACWBC) intends to reference CWDC tools and resources as we develop sector partnerships.

Feedback obtained during Sector Partnerships will be used to outreach to employers of critical occupations. Members of sector partnerships will also be asked to give advice and/or offer referrals for possible outreach efforts. The marketing of services and resources will be done through the ACWBC website and Constant Contact campaigns. Reports are given to the LWDB with workforce intelligence and Sector Partnership opportunities. The goal is to engage LWDB members to utilize their network to enhance and guide the efforts of the BDR/RVER and to provide support for sector strategies.

Relationships built by Business Services will be used to enhance or expand participation in Sector Partnerships as evidenced by a 5% penetration rate increase and overall penetration rate increase of 3%.

- (iii) **Sector Partnerships - Status and Objectives:** In your local area or with partner local areas, what sector partnerships are you engaged in or do you plan to engage in during PY16? Indicate the current status of your partnerships, (active, emerging, or exploring), plus PY16 planned objectives and measurable outcomes. **Note:** For Sector Partnership Definitions, please visit: <http://www.sectorssummit.com/colorado-sector-partnerships-map/>

The Business Services Team continues involvement in three Sector Partnerships; Healthcare (active), Manufacturing (active) and Construction (emerging). See 7. (ii)

- (iv) **Career Pathways:** Explain how you will utilize information gathered through your Business Services Team to provide a baseline for consideration of new or enhanced Sector Partnerships, and how this information will be used to inform changes to or development of Career



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Pathways in your Local Area. Indicate specific PY16 planned objectives and measurable outcomes.

The Business Services team will monitor sectors that may benefit from Sector Partnership collaboration by utilizing monthly examination of job growth, location quotients, average earnings, federal grant opportunities, and supply/demand changes. Education partners are included in Sector Partnerships. Information gathered through the Sector Partnerships is utilized to determine industry need and develop effective career pathways to meet the need.

We will use staffing patterns in conjunction with the career pathways as designed by the Colorado Community College System (CCCS) to better inform employers and job seekers. For PY 16, in the short term, we would like to see our efforts result in at least one clearly identified career pathway within each of our key industries.

8. Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable);

The LWDB will:

- Continue to partner with the local community college and training providers to improve access to activities leading to recognized postsecondary credentials including industry-recognized certificates, certifications, and portable and stackable credentials. The local community college will continue to be actively involved at the locations where the workforce investment activities are being provided, to be visible and readily available to the clients.
- Continue to develop partnerships with employers and training providers to develop specific career pathways.
- Leverage funds by co-enrolling individuals that are appropriate for both WIOA Youth and Adult programs to support training and career pathways.



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- Continue partnering with program providers to provide supportive services such as transportation assistance, work uniforms, etc. to eligible individuals with barriers to employment.
  - ACWBC has developed long term relationships with several career and technical education institutions that are approved to provide training.
  - The WIOA Youth Program providers regularly provide exposure for youth to the various training programs and career pathways working with partner agencies like the Adams County Educational Consortium and Colorado Contractors Association. Post-secondary exposure is paired with work-based learning opportunities such as job shadowing, workplace tours, and internships to help the youth determine their training interest. The WIOA Youth Program providers also provide supportive services such as transportation assistance to and from education, training, and employment activities for youth with barriers to employment.
9. Describe the strategy to work with adult education providers funded under Title II of WIOA and Vocational Rehabilitation to align resources available to the local area, to achieve the strategic vision and goals described in question 5.

The local Division of Vocational Rehabilitation (DVR) currently has a monthly presence at the ACWBC and sits on the LWDB. DVR has been a long time partner, but this has not necessarily produced a close working relationship. We are committed to improve coordination and sharing of resources. DVR will merge with CDLE July 1, 2016 with new directions coming from that union. We will work closely with the state on the merging of resources and opportunities for our clients.

10. Describe the strategies and services that will be utilized to strengthen linkages between the one-stop delivery system and unemployment insurance programs.

Wagner-Peyser Career Services staff will conduct Unemployment Insurance (UI) eligibility assessments during staff assisted registration for new and returning job seekers. The Adams County Workforce and Business Center provides assistance to customers with filing their UI claims by phone, on-line, and through the use of the Weekly UI Hotline. 100% of the Wagner-Peyser Career Services staff has Colorado Unemployment Benefits System (CUBS) access to provide limited technical assistance with UI claims. Wagner-Peyser Career Services provides referrals for training and education programs for UI claimants to WIOA and other partner agencies that administer similar services. Wagner-Peyser Career Services staff offers technical



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assistance for Federal Pell Grants at all three workforce center locations. In addition, the Links to Reemployment, Reemployment Services and Eligibility Assessment (RESEA) and the UCX (Military Wage Claim Enhanced Job Contact Pilot) Initiatives are administered by ACWBC.

11. Describe how the local board will coordinate workforce investment activities carried out in the local area with economic development activities carried out in the planning region, and promote entrepreneurial skills training and microenterprise services;

Adams County has 11 separate Economic Development agencies. ACWBC works closely with each one of these. Brief examples; The Adams County workforce Director sits on the board of the Adams County Economic Development (ACED). The Chair of the Adams County Workforce Development Board is the Sr. Vice President of ACED. The City of Commerce City has a strategic plan focused on workforce development – created by the ED department and ACWBC. We are also closely tied to regional and state economic development agencies providing them with workforce intelligence to attract potential employers to the state.

In order to promote entrepreneurial skills training and microenterprise services ACWDB has a majority of it's business members from the small business (20 or less employees) strata of Adams County which comprises 90% of all employers. The Small Business Development Council (SBDC) also sits on the board and works closely with us creating and nurturing development opportunities. One interesting project of note is a privately funded "blue collar incubator" focused on construction and blue collar business opportunities. ACWDB, ACED and SBDC will be part of "concierge" services available to the approximate 150 businesses that will occupy the location.

12. Provide a description of the workforce development system in the local area that identifies the programs that are included in that system. Also describe how you will partner with the required WIOA partners to increase awareness of career pathways and the critical role that workforce development plays in ensuring that all Coloradans have access to educational and career pathways that result in meaningful employment.

ACWBC takes an integrated service approach in providing Wagner-Peyser, WIOA and Trade Adjustment Act (TAA) services in Adams County. We have developed long term relationships with education, career and institutions that are approved to provide training for occupations in demand (based on business input and market analysis). As a WIOA required board responsibility ACWBC and the board will take the lead in creating



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localized career pathways incorporating sector partnership information, educational institution (state required) created pathways and local market requirements.

Pending board approval, a LWDB sub-committee will be formed to focus coordination and integration amongst partners.

13. Describe the one-stop delivery system in the local area, in particular:

- a. Identify the locations of the comprehensive physical one-stop centers (at least one) within your local area; also list the locations of your network of affiliate sites, both physical and electronically linked, such as libraries.

The Adams County comprehensive one-stop centers are located in the following areas:

- Brighton- Adams County Government Center-4430 S. Adams County Parkway, Suite W5000, Brighton, Colorado 80601.
- Aurora- Aurora Service Center- 3155 N. Chambers Road, Unit C, Aurora, Colorado 80011.

The Adams County Workforce and Business Center is collaborating with the Adams County Housing Authority and is co-located with them in an off-site location called the Center for Career and Community Enrichment (3CE) 5155 N. Federal Boulevard, Unit 28 Denver, Colorado 80221.

One stop services are also offered monthly at the Adams County Head Start locations during the school year. This provides staff assisted services the local neighborhoods.

- b. Identify your key strategies for integrating the core programs, as well as all required partners, within the local one-stop system of full-service and satellite offices.
  - The Welcoming – a process that puts an initial visitor through an assessment to identify their highest needs, regardless of whether they are workforce oriented needs or not. We will represent all of our partners and make referrals (warm handoffs) to the most appropriate resource.
  - Cross-training – front line and supervisory cross-training with partner agencies. We will also have brief job rotations for all front line staff through all our partner agencies.
  - Memoranda of Understanding (MOUs) – as required by WIOA



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- Both satellite offices will be fully integrated in this approach and partake in work experience rotations.
  - Fully participate and integrate the results from the statewide Job Seeker Services Lean Initiative.
- c. A description of the roles and resource contributions of each of the one-stop partners.
- Title I programs (Adult, Dislocated Worker, Youth, Job Corps, YouthBuild, Native American, and Migrant Seasonal Farmworker);
    - The Adams County Workforce and Business Center (ACWBC ) WIOA Adult/Dislocated Worker (AD/DW) Program provides services to the unemployed, under-employed, veterans, justice involved, low-income, benefits-attached, single parents, UI exhaustees, displaced homemakers, homeless, individuals with disabilities, individuals with barriers and those who are basic skills deficient. These services include, but are not limited to:
      - Offering career services and workshops, as appropriate, at satellite locations.
      - Continuously evaluating, developing and modifying workshops and programs to meet the demand and desire in the community.
      - Offering career services such as orientation, intake, eligibility determination, skill assessment, job search and placement assistance, labor market navigation, and job referrals. Staff assisted intensive one-on-one career services will include, but are not limited; to comprehensive assessment, counseling, case management, and pre-vocational services.
- ACWBC recognizes that these services are critical to ensuring that all Coloradan's have access to meaningful employment. Partnering with programs such as Wagner-Peyser, Employment First, Temporary Assistance to Needy Families, Adult Education, training providers and community partners increases the efficiency and effectiveness of services provided. ACWBC WIOA AD/DW Program staff will continue to work collaboratively with the Business Services Team to train job seekers to meet needs of industry by utilizing Workforce Intelligence and the Economic Modeling Specialists Inc. (EMSI) data. Work based learning opportunities such as, On the Job Training (OJT), internships, apprenticeships and work experiences with various regional employers will be pursued based on sector initiatives and EMSI data. ACWBC staff will work with employers to ensure job placement and advancement of trained participants. In addition, job seekers



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- will be assessed and screened for job openings, identifying skills and training gaps. ACWBC will focus on training activities and workshops that upgrade job seekers skills and make them more marketable for sustainable employment.
- YouthBuild is not located in Adams County and the WIOA Youth Program has not utilized services or partnered with this resource. We are exploring the opportunity to connect with this partner.
  - The WIOA Youth Program is reconnecting with the area Job Corps representative to collaborate services and referrals to both programs. The WIOA Youth Program is working to establish a set schedule for the Job Corp representative to be located in the ACWBC at least quarterly to present the program and benefits.
  - ACWBC is working with the Denver Indian Center and collaborating on a fatherhood program for Native Americans in the region.
  - Migrant Seasonal Farm Workers-Rocky Mountain SER- This partner has been co-located with the Workforce and Business Center for over 20 years. This program provides the following:
    - Work Experience
    - Supportive Services
    - On-the-Job-Training
    - English as a Second Language
    - Adult Basic Education
    - Job Placement
    - Vocational Training
- Title II Adult Education and Family Literacy (AEFL) activities;
    - ACWBC has started monthly meetings to coordinate activities and align services.
    - We are offering our services at their location and vice versa.
    - AEFL and ACWBC are creating a joint outreach plan.
  - Wagner-Peyser Act employment services programs;
    - The Wagner-Peyser Program provides a variety of benefits typically referred to as Labor Exchange Services. This program mandates universal access so services are available to all.
  - The Vocational Rehabilitation program under Title I of the Rehabilitation Act;
    - The Division of Vocational Rehabilitation is collaborating with the Workforce and Business Center by serving participants with disabilities. They also have been given onsite access on a monthly basis to meet with customers.



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- The Senior Community Service Employment Program (SCSEP) authorized under Title V of the Older Americans Act;
  - SCSEP provides services for mature workers for age 55 plus re-entering the workforce. The ACWBC refers customers to this agency to be placed at a host agency to upgrade their employability skills. The ACWBD is in the process of becoming a host agency for this program in 2016.
- Post secondary career and technical education programs authorized under the Carl D. Perkins Career and Technical Education Act; Our two primary post secondary and technical education programs are Bollman Technical High School and Front Range Community College. Both institutions have seats on our LWDB and are integral partners in sector initiatives, career pathway development, development of pre-apprenticeships and apprenticeships programs, and participate in strategic board sub-committees involved with coordination of services and strategy.
- Trade Adjustment Assistance authorized under the Trade Act;
  - TAA Program that provides aid to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports.
  - The TAA program offers a variety of benefits and reemployment services to help unemployed workers prepare for and obtain suitable employment. Workers may be eligible for training, job search and relocation allowances, income support, and other reemployment services.
- Jobs for Veterans State Grants programs authorized under chapter 41 of title 38, U.S.C.; The Adams County Regional Veterans Employment Representative (RVER) takes on the same roles as Business Development Representatives. The RVER is located in close proximity to Business Development Representatives in order to promote cohort job driven efforts in the outreach to employers, the planning of employment events and the sharing of labor market information. The RVER has a sector to target for outreach and information sharing.

The primary duties of the RVER are:

- Conduct outreach to employers to assist veterans in gaining employment, including conducting seminars for employers and, in conjunction with employers, conducting job search workshops and establishing job search groups;
- Develop and build capacity for employment, training, and placement services furnished to veterans within all programs;
- Working with other service providers in order to promote veterans as highly skilled and experienced members of the workforce;



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- Advocating for veterans employment and training opportunities with businesses, industry, and community-based organizations;
- Conducting outreach that includes, but is not limited to, planning and participating in job fairs, promoting employment and training opportunities for veterans with business organizations, unions, and apprenticeship programs;
- Promoting credentialing and training opportunities for veterans with training providers and licensing agencies;
- Establishing and maintaining regular contact with employers to include federal contractors ;
- Active involvement with the Business Services Team;
- Coordinating the Regional Manager's Report on Services to Veterans using the format found in VPL 01-10. Reasonable attempts are made to include best practices and success stories, special projects, and other RVER and Disabled Veteran's Outreach Program (DVOP) activities.

In order to increase the overall outreach to employers and business owners for job development for our veteran job-seeking clients, the RVER is integrated within the Business Services Team. The RVER also provides ongoing training for workforce center staff and service delivery partners on the federal requirements governing the veterans' program and on the special needs and barriers specific to veteran job-seeking clients. The RVER promotes veteran job seekers to the business community by advocating and marketing veterans as a good source of employees with marketable skills and experience. Job development is an on-going process. The RVER will continually train, monitor, and when necessary, retrain the ACWBC staff to recognize and respond to veterans. The training, monitoring and retraining will help keep ACWBC staff aware of veteran's employment and training needs. The synergy from these relationships builds and enhances the veterans' employment and training program's ability to effectively serve veterans and helps to produce more opportunities for employment.

The results of the employer outreach activities are tracked and measured through Connecting Colorado. The data is real time and allows the state to measure the success of outreach activities conducted by our RVER. Based on the results we adjust our outreach activities, as required, to ensure we are effectively marketing our veteran jobseekers to employers. The expected outcome of the RVER outreach activities is to meet and exceed our negotiated performance measures in the areas of entered employment, employment retention and average wages.



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The Disabled Veterans Outreach Program (DVOP) specialists are placed within close proximity of the WIOA Adult and Youth Case Managers in order to promote cross-training in the way of case management and program processes and alignment with other service providers of intensive services.

Case management continues to be an appropriate service delivery strategy or framework in which intensive services will be delivered to SBE veterans. Case management will be facilitated using the case management approach taught by the National Veterans Training Institute (NVTI). A veteran who is placed in case management by the DVOP specialist is coded with a Veteran Service (VS) code. VS is not a program in the sense of WIA, but rather a code to identify eligible veterans who are being case managed by the DVOP specialist. The DVOP specialist's first approach will be the utilization of intensive services before using core services. The intensive services and the purpose for which they are used by the DVOP specialists are:

- Comprehensive Assessment (CA): Comprehensive and specialized assessments of the skill levels and services which may include diagnostic testing and use of other assessment tools and in depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
- Counseling (CS): A client centered service that may involve personal, financial, life management, case management, career guidance and counseling. This service also includes referrals to other assistance, as well as, arranging for additional support services not previously acquired.
- Individual Employment Plan (IE): A formal written document outlining a course of action that will lead to the individual entering employment; to include short and/or long term goals to remove barriers to getting and keeping employment.
- Pre-Vocational Services (PV): Short-term pre-vocational services such as GED, ESL, remediation and workplace literacy.

WIOA Adult, WIOA Youth and Disabled Veteran Outreach Program (DVOP) representatives will identify eligible veterans and transitioning military members, including those with barriers that can be co-enrolled to provide the most effective wrap around services. The DVOP representative is a part of Training Review Committee (TRC) meetings with the WIOA Adult and Youth Team to identify veterans and collaborate on appropriate services and supports for individual success.



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- Employment and training activities under the Community Services Block Grant;
  - We have added them to a special distribution list to receive information on our recruitment events. We will meet with them in the near future with each individual nonprofit and talk about strategies for participants that will be more customized to their needs.
- Employment and training activities of the Department of Housing and Urban Development;
  - The Adams County Housing Authority and the ACWBC have been in collaboration for the last three years with an offsite training and employment center called the Center for Career and Community Enrichment or 3CE. This center serves as a satellite workforce center to provide basic Wagner-Peyser services as well as conduct classes for GED, ESL, Life Skills and Housing services.
- State unemployment compensation program;
  - The ACWBC provides information on how to file a claim for unemployment.
  - Customers are educated on the process on how to collect unemployment benefits. The ACWBC also participates in several Unemployment Insurance initiatives:
    - Links to Reemployment
    - Reemployment Services and Eligibility Assessment (RESEA)
    - Regular Approved Training
- Ex-offender programs authorized under section 212 of the Second Chance Act; and
  - Collaborated with Community Reentry Specialists and Parole Officers with the Colorado Department of Corrections (DOC), to assist recently released inmates find employment. Meet with parolees at various DOC offices and the Women's Correctional Institute to provide vocational guidance, intensive job search, and screening for classroom and work based learning programs.
  - Juvenile Services Planning Committee (JSPC) was established to provide services to youth in the judicial system preventing the youth from incarceration and long term involvement with the courts. This committee was a result of Senate Bill 94. The WIOA Youth Program has a representative who attends the meetings regularly. The WIOA Youth Program has established a relationship with this committee and has educated the committee about the program and services that can be provided. As a result, a collaboration has been established.



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- Recognizing Opportunity for Change (ROC) is a program through Senate Bill 94. It is a Day Treatment Program through the Adams County Juvenile Probation Department. It is an accredited school and the participants earn credits toward a high school diploma and receive mental health counseling. The WIOA Youth Program developed job readiness workshops specifically for this population. The participants learn the basic necessities to successfully obtain and maintaining employment. These workshops began in 2008 and continue to be held twice per year. This has been a successful collaboration and benefit to the youth it serves.
- Temporary Assistance to Needy Families (TANF) authorized under the Social Security Act, unless exempted by the Governor.

As of January, 2015 the TANF / Adams Works reports to the Administrator / Director of the ACWBC. This has allowed an integration of processes and services to expand opportunities for our clients. In particular, we are coordinating employment, education and training opportunities. In Spring of 2017 TANF will be co-located with the workforce center in a new facility being built in Westminster. TANF managers and supervisors are now part of our Management Team and participate in planning and oversight of all programs.

- d. A description of how the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and through other means; include your intended use of virtual job fairs, the upcoming virtual job shadowing capability, and other innovative strategies and initiatives to streamline and enhance services, as well as increase access.

WIOA Youth Program staff have tablets that provide them the electronic capability to meet youth where they are in the community and provide information about one-stop programs and services. Our Business Services Team has been trained to conduct Virtual Job Fairs (VJF) and when the capability is available VJF will be used in conjunction with all employer events. ACWBC utilizes electronic registration for job fairs and hiring events. In addition, we have the capability to complete welcoming and Employment Services (ES) registration at outreach events through the use of Wi-Fi or air card.

- e. Identify the types of assessments and assessment tools that will be utilized within the one-stop delivery system and how these assessments will be coordinated across



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participating programs to avoid duplication of effort and multiple assessments of customers being served by more than one partner program.

There are three different types of assessments/tools utilized within the ACWBC:

- Conover is an assessment to assess soft skills. If the individual is identified to be deficient in an area, Conover will assign training modules to enhance that skill.
- Edmentum is a tool that assesses hard skills and will identify appropriate training modules for the individual to take to improve. This tool also provides pre GED testing. All of these assessments, modules and testing are available virtually.
- Kenexa:Prove-It provides industry specific assessments that assist businesses in effective screening of applicants. This can also be used to demonstrate skill attainment.

Through a partnership with adult education and DVR, assessment results will be shared to avoid duplication of effort and multiple assessments of customers being served.

- f. A description of how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities; and

The WIOA Adult/DW, Youth and Wagner-Peyser programs will continue to develop and foster strong partnerships with SWAP/DVR to identify eligible customers for co-enrollment. The BDRs will market this population focusing on the participant's capabilities to local businesses. Every effort will be made to accommodate customer needs through adaptive services and accessible meeting space. The ACWBC has updated the assistive technology applications available in the Brighton and Aurora workforce center locations. Staff will receive training and support for addressing the needs individuals with disabilities on an annual basis.

- g. A description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers;



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Continuous improvement strategies will be developed through feedback received through work based learning opportunities as well as recommendations from sector partners.

The Business Services Team continues involvement in three sector partnerships; Healthcare, Manufacturing and Construction. Outreach discussions include information about sector partnerships. Measurements of outreach effectiveness include penetration rate (Monthly, Quarterly, Program YTD, and Annual), Active Employers, and Sector partnership goal achievements. Outreach canvassing and cold-calling will target employers who fall into a sector strategy. Sector outreach strategy will be monitored to ensure diversified employer groups are contacted regularly. Business Services will stay in touch with local area schools to exchange ideas on the talent pipeline and career pathways, to ensure that all entities have a shared understanding of the Sector Partnership vision. ACWBC intends to reference CWDC tools and resources as we develop sector partnerships.

The Business Services Team will monitor sectors that may benefit from sector partnership collaboration by utilizing monthly examination of job growth, location quotients, average earnings, federal grant opportunities, and supply/demand changes. Education partners are included in sector partnerships. Information gathered through the sector partnerships is utilized to determine industry need and develop effective career pathways to meet the need.

We will use staffing patterns in conjunction with the career pathways as designed by the Colorado Community College System (CCCS) to better inform employers and job seekers.

- h. Provide a description of how training services under chapter 3 of subtitle B will be provided in accordance with section 134(c)(3)(G), including, if contracts for the training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter and how the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

WIOA Youth customers are provided the LWDB approved vendor list and WIOA Adult/DW customers are given the Eligible Training Provider List (ETPL) website to research providers and determine who will best meet their training needs. Case Managers provide counseling and guidance in order for the customer to make an



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informed choice. If a customer wants to utilize a vendor that has not been approved and is not on the ETPL (for those 18 years and older), then the potential vendor is asked if they would like to complete a vendor application form for review by the LWDB Youth Sub Committee. It is at the discretion of the Sub Committee to approve or deny the application. For those vendors who want to be on the ETPL they follow the state process for approval.

- i. Outreach to Individuals with Barriers to Employment: Describe how you will engage your LWDB and Youth Council/committee to increase the awareness of the services offered to returning veterans, out-of-school youth, individuals with disabilities, long-term unemployed, and other targeted groups? What additional strategies will be utilized to reach out to these groups? What are your objectives and goals for this effort?

LWDB Youth Sub Committee meetings are utilized to review services and initiatives of the ACWBC to include outreach efforts to individuals with barriers to employment. These meeting are further utilized to develop strategies for effective outreach to targeted groups. The LWDB shall coordinate the workforce investment activities authorized under the WIOA, as amended, with economic development strategies implemented by Adams County, and develop other employer linkages with such activities. The LWDB shall promote the participation of private sector employers in the Colorado Workforce Development System to ensure the effective provision, through the system, of connecting, brokering, and coaching activities, through intermediaries such as the ACWBC or through other organizations, to assist such employers in meeting hiring needs while providing work based learning opportunities for both youth and adults. The LWDB will identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers and jobseekers. The LWDB will connect with representatives of secondary and post-secondary education programs in the local area in order to develop and implement career pathways that meet the current and developing needs of business.

14. Provide a description of how the local board will coordinate education and workforce investment activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services;

The LWDB has membership representing the Technical Schools, Junior colleges, secondary schools and small business development council of Adams County.



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Coordination occurs in our board meeting as well as in the LWDB Youth Sub Committee. With schools being required to have career pathways the board is considering the creation of a Career Pathway Sub Committee to coordinate and strategize.

15. Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area; in particular identify how the local area will expand services to dislocated workers utilizing all sources of formula and discretionary funds targeted to the dislocated worker population.

In order to maximize outreach effectiveness, the WIOA Adult (AD) and Dislocated Worker (DW) Team recruit from programs such as Wagner-Peyser, Employment First, Temporary Assistance to Needy Families, training providers and community partners. The ACWBC has committed to serving 720 individuals through RESEA from April 1, 2016 through December 31, 2016. Through a partnership with Wagner-Peyser, RESEA customers brought in for orientation are screened for appropriateness for the WIOA program. The WIOA intake procedure has been streamlined by providing this service to a group of individuals versus a 1-on-1 appointment. This has expedited the process and enabled more applicants/customers to quickly move to the next step for services.

The WIOA AD/DW offers a program orientation that thoroughly discusses the benefit of intensive services to assist in a prompt re-entry to the workforce. Additional intensive service tools have been developed by the ACWBC Trainer. Through collaboration with the WIOA AD/DW Team, Business Services and our trainer the ACWBC developed an Employer Ready Candidate (ERC) curriculum. The criteria for becoming an ERC are designed to generate successful vocational guidance plans and allow the ACWBC to track success of certain sectors, workshops and job search techniques. Job seekers are encouraged to complete all of the steps of ERC which includes Targeted Resume Workshop; Interview Preparation Workshop; Connecting Colorado/O\*Net Workshop; Job Search Workshop; Prove-It/Conover; Targeted Occupation List; Targeted Employers List; LinkedIn Profile set up and Connecting Colorado Profile Review 1:1.

The Business Services team continues involvement in three sector partnerships; Healthcare, Manufacturing and Construction. Outreach discussions include information about sector partnerships. Measurements of outreach effectiveness include penetration rate (Monthly, Quarterly, Program YTD, and Annual), Active Employers, and Sector partnership goal achievements. Outreach canvassing and cold-calling will target employers who fall into a sector strategy. Sector outreach strategy will be monitored to ensure diversified employer groups are contacted regularly. Business Services will stay



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in touch with local area schools to exchange ideas on the talent pipeline and career pathways, to ensure that all entities have a shared understanding of the Sector Partnership vision. Adams County Workforce and Business Center (ACWBC) intends to reference CWDC tools and resources as we develop sector partnerships.

16. Provide a description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities, which description and assessment shall include an identification of successful models of such youth workforce investment activities; in addition, indicate how services to out-of-school youth will be expanded and enhanced to incorporate additional work-based learning opportunities.

The WIOA Youth Program Business Development Representative (BDR) is outreaching to agencies and businesses to secure work based learning sites aligning with career pathways. The purpose of all internships and work experiences is to provide youth exposure to jobs identified in their career pathways and the opportunity to learn both essential soft skills and disciplined work habits that will benefit them not only in their career path but also with their education. The WIOA Youth Program will continue to use up to date information explaining different techniques and programs that are effective when working with the youth population. The Youth BDR developed an evaluation and assessment for youth participating in work based learning. This is utilized to provide feedback on areas for improvement and areas of success. EMSI will be available and provided on saturation rates and guide the program participants with career pathways and industry demand occupations. In addition, we will use staffing patterns in conjunction with the career pathways as designed by the Colorado Community College System (CCCS) to better inform employers and job seekers.

The WIOA Youth and Governor's Summer Job Hunt (GSJH) programs will use the tools provided in E-Colorado as a conduit for youth workers to connect with other youth providers and staff from different counties through the chat rooms. The WIOA Youth Program will continue to use up to date information explaining different techniques and programs that are effective when working with the youth population. In addition, the WIOA Youth Program will utilize the youth tool kit accessible through E-Colorado as a resource to assist in finding new and innovative ways to motivate youth. This will be done by adopting best practices from counties throughout the state that have been successful in recruiting, increasing enrollments and keeping the participants motivated and active in the program. Our program enrolls youth in both the WIOA and GSJH programs through the utilization of career exploration classes offered at the ACWBC as



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well as utilizing the LMI Gateway website for career assessments, career exploration and job search. The youth staff has developed community contacts and utilizes community resources that offer additional assistance for youth. The youth staff also provides job readiness workshops to youth in the community.

The youth staff will continue to partner with businesses for reverse referrals, attend monthly SWAP meetings, and meet with Chafee and Ongoing Adolescent child protection for presentations, referrals and partnership to enroll and provide wrap around service. The youth staff will continue to partner with The Educational Opportunity Center for referrals and partnership to enroll Out of School youth. The youth staff will also outreach through strategically placed flyers (laundry mats, apartment complexes, mobile home parks, recreation centers, etc.) throughout the community. In order to streamline the intake process, all youth staff have electronic tablets. This not only streamlines the intake process it provides greater convenience for youth because staff are able to meet with them in their community.

A Request for Information (RFI) has gone out to the community to determine and assess service availability for youth. Assessments are completed to determine the needs of the youth participants on caseload and then matched to a work based learning opportunity, laying the foundation toward a career pathway. Youth participants are also assessed to determine other needs such as soft skills training. The WIOA Youth Program continues to secure additional worksites that offer work based learning opportunities for youth by conducting outreach to businesses, networking at events, and working with the LWDB/Youth Sub Committee to find new contacts. The WIOA Youth Program will continue to provide information about apprenticeship opportunities available to youth interested in post-secondary training and/or employment. Goals will include partnering with new and past worksites to provide work based learning opportunities by conducting outreach to businesses. By providing referrals of appropriate candidates in industries that align with their intended career pathways, the WIOA Youth Program will expend program funds and ensure the success of work based learning. During work based learning opportunities, the youth will be evaluated several times on performance, skills learned, attendance and addressing growth opportunities to assist the youth to be successful.

17. Provide a description of how the local board will coordinate workforce investment activities carried out under this title in the local area with the provision of adult education and literacy activities under title II in the local area, including a description of how the local board will carry out, consistent with subparagraphs (A) and (B)(i) of



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section 107(d)(11) and section 232, the review of local applications submitted under title II.

The local Adult Education (AE) provider, located within Adams 14 school district, has agreed on an MOU to do the following:

- Jointly market our services to both client groups
- Co-locate activities, job fairs and educational offerings at the location most accessible to the target populations.
- Meet at the director level once a month to address common issues.
- The AE representative is an active member of our LWDB.
- Co-create training activities taking advantage of the unique skills and abilities of the two organizations.
- Endeavor to create common intake and case management processes that will allow for the seamless movement of common clients between organizations.

18. Provide a description of how the local board will coordinate workforce investment activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area.

The Adams County LWDB has directed the ACWBC to attend several local service provider meetings that include the following:

- Local Coordinating Council which focuses on public transportation primarily for low income and individuals with disabilities.
- Center for Career and Community Enrichment Center Steering Committee this group meets on a monthly basis to discuss the partnership between service providers that include Adams County Housing Authority, Colorado State University Extension, Access Housing, ACWBC, Growing Home and Vista Corps.
- Brighton Resource Coalition meets quarterly to discuss services provided in the local area. Services include; Mental Health, domestic violence, education, senior services, housing, financial, food assistance, utilities, etc.

19. Provide a description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in the local area through the one-stop delivery system, to improve service delivery and avoid duplication of services.



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The creation of the Workforce Integration Group within the ACWBC has assisted in the coordination of services among internal programs and is focusing on the reduction of duplication of services. These strategies will be expanded to partner agencies to improve service delivery to customers.

20. Identify the administrator/administrative entity responsible for the disbursement of Title I and III funds in the local area, as determined by the chief elected official or the Governor, and the fiscal agent if different.

The Adams County Chief Local Elected Official/Board of County Commissioners (CLEO/BOCC) has designated the Adams County Treasurer as its Fiscal Agent, authorized to receive funds on behalf of the CLEO/BOCC and disburse them at the request of the Adams County Workforce Development Board as described in the law.

21. A description of the competitive process to be used to award the sub-grants and contracts in the local area for activities carried out under this title.

Currently, ACWBC does not utilize any subcontractors to provide services. ACWBC follows both Division and County policies for grant purchases. ACWBC released an RFI (Request for Funding Information) for the WIOA Youth Elements in February of 2016, to gauge interest in the community and follow through with partnerships as appropriate. ACWBC received no response to this RFI. ACWBC is awaiting guidance on the final procurement rules for the one-stop operator and will follow county procurement policies to ensure a competitive process as required. ACWBC will follow Adams County guidelines and requirements found in the Policy & Procedure Manual, in particular the following sections:

- 1008-Annual (Renewable) Service Agreements
- 1050-Informal Bid Policy and Procedure
- 1060-Formal Invitation for Bid (IFB)
- 1070-Formal Request for Proposal (RFP)
- 1078-Request for Proposal Evaluation and Best and Final Offers
- 1079-Insurance and Bond Requirements
- 1080-Single Sourcing Policy
- 1081-Professional Services
- 1095-Renewals and Extensions



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22. Provide a description of the local levels of performance negotiated with the Governor and chief elected official pursuant to section 116(c), to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under subtitle B, and the one-stop delivery system, in the local area.

Local levels of performance have been negotiated for PY15 as allowable under the WIA Section 134. ACWBC is positioning itself to address the new performance standards as set forth in Section 116 (b) (2) (A) (i) programmatically. Outcomes will be measured using CDLE's statewide database Connecting Colorado, when this system is configured to do so. Negotiation of actual standards for each of the performance outcomes specified above will be conducted at such time as CDLE designates. Current WIA Standards are as follows:

ADULT	Entered Employment Rate	66.30%
	Retention Rate	83.51%
	Average Earnings	\$15,900.00
DISLOCATED WORKER	Entered Employment Rate	66.50%
	Retention Rate	84.31%
	Average Earnings	\$18,001.00
TRADE ASSISTANCE	Entered Employment Rate	66.30%
	Retention Rate	83.51%
	Average Earnings	\$15,900.00
YOUTH	Literacy/Numeracy Gains	41.00%
	Placement Rate	58.78%
	Attainment of Degree/Cert.	62.00%
WAGNER PEYSER	Entered Employment Rate	48.00%
	Retention Rate	74.00%
	Average Earnings	\$14,250.00

23. Provide a description of the actions the local board will take toward becoming or remaining a high-performing board, including but not limited to:

- (i) **LWDB Roles:** Identify the role of your Local Workforce Development Board (LWDB) and Youth Council/committee in supporting Business Services,



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Sector Partnerships, Career Pathways, and Work-Based Learning. What actions will they be taking to ensure that these areas are a priority for the local area? What actions and commitments will you ask your LWDB or youth council/ committee members (in particular business members) to make to support these initiatives?

The following roles and responsibilities were discussed at length and represented as WIOA requirements at the November, 2015 and January, 2016 WDB meetings.

- A. LOCAL PLAN
- B. WORKFORCE RESEARCH AND REGIONAL LABOR MARKET ANALYSIS
- C. CONVENING, BROKERING, LEVERAGING
- D. EMPLOYER ENGAGEMENT
- E. CAREER PATHWAYS DEVELOPMENT
- F. PROVEN AND PROMISING PRACTICES
- G. TECHNOLOGY
- H. PROGRAM OVERSIGHT
- I. NEGOTIATION OF LOCAL PERFORMANCE ACCOUNTABILITY MEASURES
- J. SELECTION OF OPERATORS AND PROVIDERS
  - 1. SELECTION OF ONE-STOP OPERATORS
  - 2. SELECTION OF YOUTH PROVIDERS
  - 3. IDENTIFICATION OF ELIGIBLE PROVIDERS OF TRAINING SERVICES
  - 4. IDENTIFICATION OF ELIGIBLE PROVIDERS OF CAREER SERVICES
  - 5. CONSUMER CHOICE REQUIREMENTS
- K. COORDINATION WITH EDUCATION PROVIDERS
- L. BUDGET AND ADMINISTRATION
- M. ACCESSIBILITY FOR INDIVIDUALS WITH DISABILITIES
- N. MOUs AND ONE-STOP CERTIFICATION

In response to these roles and responsibilities the WDB passed a resolution during the January meeting that reads:

*The Adams County Workforce Development Board on January 14<sup>th</sup>, 2016, does hereby assign administrative execution of the WIOA designated roles and responsibilities to the Administrator / Director of Adams County Workforce and Business Center and his/her staff. Strategic direction and decision making for those roles and responsibilities are retained by Workforce Development Board.*



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The resolution was in recognition that the current all-volunteer board does not necessarily possess the skills, time and knowledge to fully execute those responsibilities.

- (ii) **LWDB Participation:** Describe how you will market opportunities for participation on your LWDB to businesses in your local area to ensure representation of industry sectors with the greatest labor force demand. Describe how you will maintain a minimum of at least 51% of businesses as active members and participants on your LWDB.

The greatest labor force demand in our area is among small businesses. When there is a need to increase business representation the LWDB will identify the current industry sector with the greatest labor force demands. Current LWDB members shall recruit small businesses from the identified industry sector. We have, and will, maintain a business majority by always having one more business representative than social, public and partner agencies on the board.

24. Describe how you will use the Workforce Investment Works (WIW) website to increase the awareness of the services and successes for each of the service areas: business, re-employment, and youth. How will you ensure that your local area posts a minimum of three success stories per quarter on WIW?

The Adams County WBC uses the WIW website extensively. Over the last three program year quarters we have averaged 49 submissions per quarter. The submissions derive from successes with job seekers, employers, youth engagement and innovative community partner developments. To ensure that the WBC posts a minimum of three success stories per quarter, each staff is asked to submit at least one success story per month to the website and we collect all confirmation emails. The website is marketing to employers, community partners, and legislators as a source to read about the good work that is done in each of the WBC programs.

25. Describe the process used by the local board, consistent with subsection (d), to provide an opportunity for public comment, including comment by representatives of businesses and comment by representatives of labor organizations, and input into the development of the local plan, prior to submission of the plan.

To ensure the required opportunity for businesses, labor organizations and the public to



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comment on its local plan, the Adams County Workforce Development Board linked the local area plan with the CWDC website (<https://www.colorado.gov/pacific/cwdc/colorado-state-plan>) that contains both the State and Regional Plans. This designated site has opportunity and visibility for all interested parties to provide comment. The local area plan will also be presented formally on May 10, 2016 during Public Hearing to provide an opportunity for comment, questions and discussion.

### **KEY DEFINITIONS**

**Americans with Disabilities Act:** A federal law providing for comprehensive civil rights protection to individuals with disabilities in areas of employment, public accommodations, state and local government services and telecommunications. (PL101-336)

**Adult Basic Education:** Academic instruction and education services below the postsecondary level that increase an individual's ability to—(A) read, write, and speak in English and perform mathematics or other activities necessary for the attainment of a secondary school diploma or its recognized equivalent; (B) transition to postsecondary education and training; and (C) obtain employment."

**Application:** The process which requires the physical attainment of all necessary eligibility documentation regarding citizenship, age, income, selective service registration (if applicable) plus basic skills assessment for math and reading levels. Upon completion of eligibility determination, and signing of the application, eligible customers are placed into the applicant pool for consideration for enrollment into intensive services.

**Apprenticeships:** An employer-driven model that combines on-the-job learning with related classroom instruction that increases an apprentice's skill level and wages.

**Assessment:** A judgment of vocational interests, abilities, previous education and work experience, income requirements, and personal circumstances.

**Barriers to Employment:** Conditions that may make employment difficult for certain individuals. Individuals with such barriers may include: single parents, displaced homemakers, youth, public assistance recipients, older workers, substance abusers, teenage parents, veterans, ethnic minorities, and those with limited English speaking ability or a criminal record or with a lack of education, work experience, credentials, transportation or child care arrangements.



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**Basic Education:** Instruction usually conducted in an institutional setting that is directed towards imparting the basic skills of communication, computation, problem solving, health, consumer development, and citizenship. Instruction for youth could include, but not be limited to, enrollment in a secondary school. Adult Basic Education (ABE) would include upgrading the same basic skills, however, it is directed towards adults who are generally classified as functionally illiterate, undereducated, or whose inability to speak, read or write the English language constitutes a substantial impairment of their ability to get or retain employment commensurate with their readability. Such instruction is designed to raise the level of education of such individuals with a view to making them less likely to become depend on others, to improving their ability to benefit from occupational training and other wise increasing their opportunities for more productive and profitable employment.

**Basic Literacy Skills:** Reading, writing, mathematics, problem solving and interpersonal skills training that enable adults to communicate in English, use math, obtain a high school diploma or GED and become productive, employable citizens Basic Skills Deficient and Deficient in Basic Literacy Skills

**Basic Skills Deficient:** An individual has English reading, writing, or computing skill at or below the eighth grade level on a generally accepted standardized test or a comparable score on a criterion-referenced test. (WIA Section 101 (4)) Deficient in Basic Literacy Skills: Is an individual who, at a minimum, meets the definition of Basic Skills Deficient; or is unable to compute or solve problems, read write, or speak English at a level necessary to function on the job, in the individual's family, or in society. (20 CFR Part 664.205(a))

**Board of County Commissioners:** A county commission (also known as a board of county commissioners) is a group of elected officials charged with administering the county government in some states of the United States. County commissions are usually made up of three or more individuals.

**Career Pathways:** A series of connected education and training programs, work experiences, and student support services that enable individuals to secure a job or advance in an in-demand industry.

**Career Services:** Career Services Career services for adults and dislocated workers must be available in at least one Job Center in each local workforce development area. There are three types of career services, as identified in §678.430 of the NPRMs: Basic career services; Individualized career services; and Follow-up services.



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**Case Management/Intensive Service:** A customer-centered approach in delivery of services, designed to: 1. Prepare and coordinate comprehensive employment plans, identifying barriers to participation and employment; devise service strategies for customers to ensure access to workforce investment activities and supportive services, using, where feasible, computer-based technologies; and 2. Assist in the enrollment of customers into allowable activities designed to enhance employability (i.e. motivation, assessment, job preparation workshops, educational classes and/or training, and/or employment services), providing job development and placement services, and assisting individuals and families in accessing community services, addressing emergency assistance and crisis intervention and immediate needs (i.e. food, housing, clothing, and transportation); and 3. Provide job and career counseling during program participation and after job placement.

**Categorical Income Eligibility:** Categorical Income Eligibility may be used to determine whether a customer is income eligible for intensive and training services. The applicant meeting categorical eligibility for income must meet all the other eligibility criteria. Applicants are deemed to have met the income eligibility requirements if the applicant that: 1. Receives or a member of a household that receives, or has been determined eligible to receive, SNAP/food stamps within the six (6) month period prior to applicant to a WIA program; 2. Receives, or is a member of a household that receives cash payments under a Federal, State, or local income-based public assistance program such as TANF, RCA, GA or SSI; 3. Homeless; 4. Youth in state-sponsored foster care or youth aging out of state-sponsored foster care.

**Chief Local Elected Official:** The chief elected executive officer of a unit of general local government in a local area.

**Connecting Colorado:** A website where job seekers can post their resumes and search for job openings. Employers can post job listings in the nation's largest online labor exchange, create customized job orders, and search resumes.

**Core Services:** Services available to all customers (universal access) of the One-Stop Center or affiliate partner agency. Core services include self-help services and services requiring minimal staff assistance as described under Section 134 (d) (2) of the Act. Note: When staff assistance is required to provide supportive services to Core service customers, registration is required and counted for performance measurement purposes.

**Credentials:** A credential is a nationally recognized degree or certificate or state recognized credential. Credentials include, but are not limited to, a high school diploma, GED, or other



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recognized equivalents, postsecondary degrees/certificates, recognized skill standards, licensure or industry-recognized certificates (i.e., ASE car repair, Hazmat, CAN, CDL, Boiler Operator, Flag Person, Heavy Equipment Operator, etc.), and all state education agency recognized credentials. (This definition applies to current WIA statutory adult, older youth and dislocated worker measures only it does not apply to the common measures).

**Customer:** A Customer is any person seeking assistance to find employment or training, whether employed or unemployed, and employers who need qualified workers for their company or training for the workers who are already employed with them.

**Customer-Centered:** Services and improvements to the system are made based on customer feedback.

**Customized Training:** Training that is designed to meet the special requirements of an employer (including a group of employers); 2. Training that is conducted with a commitment by the employer to employ an individual on successful completion of the training; and 3. Training for which the employer pays for not less than 50 percent of the cost of training. The training may occur at the employer's site or may be provided by a training vendor able to meet the employer's requirements. Such training usually requires a commitment from the employer to hire a specified number of trainees who satisfactorily complete the training.

**Disabled Veteran:** A veteran who is entitled to compensation under laws administered by the Veterans Administration, or an individual who was discharged or released from active duty because of service-connected disability.

**Disabled Veteran Outreach Program:** Disabled Veterans' Outreach Program (DVOP) specialists develop job and training opportunities for Veterans, with special emphasis on Veterans with service-connected disabilities.

**Disadvantaged Adults:** Educationally or skills disadvantaged adults are those persons who score below 8th grade level on standardized tests. They required educational assistance to bring their basic skills to a level that would make them eligible for secondary (high school) education or to hold a job with Basic English and math skills.

**Discretionary Grant:** Priority Selection for Career Services and Training Services Funded with WIOA Statewide (10%) Discretionary Grants/Contracts for purposes of WIOA statewide



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(10%) discretionary funds, the Governor has determined that these funds will be prioritized as follows: 1. Eligible veterans and spouses; 2. Unemployed individuals; 3. Low-income individuals; 4. Other Colorado job seekers. As indicated by the first priority, recipients of WIOA 10% discretionary grants and contracts will continue to provide priority selection of veterans for career and training services as required under P.L. 107-288 “Jobs for Veterans Act” and in alignment with Workforce System Policy 1009 Revision 2. In applying this policy to 10% funded projects, veterans who are unemployed and/or low-income, have priority over all other individuals served under these projects.

**Dislocated Worker:** An individual who: has been terminated or laid off from their job, or who received a notice of termination or layoff, from their employer; is eligible for or has exhausted their unemployment payments; or has been employed for a duration sufficient to demonstrate, to the appropriate entity at a one-stop center, attachment to the workforce, but cannot get unemployment compensation because of low earnings or having done work for an employer not covered under a State unemployment compensation law; and is unlikely to return to a previous industry or occupation; has been terminated or laid off, or has received a notice of termination or layoff, from employment as a result of any permanent closure of, or any substantial layoff at, a plant, facility or enterprise; is employed at a facility which the employer has made a general announcement that such facility will close within 180 days; or for purpose of eligibility to receive services other than training services, intensive services or supportive services, is employed at a facility at which the employer has made a general announcement that such facility will close; was self-employed (including employment as a farmer, rancher, or a fisherman) but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters, is a displaced homemaker; or is the spouse of a member of the Armed Forces on active duty and who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member; or is the spouse of a member of the Armed Forces on active duty and who meets the criteria.

**DOL, USDOL:** The U.S. Department of Labor, including its agencies and organizational units.

**Economic Development:** Local planning and zoning commissions or boards, community development agencies, and other local agencies and institutions responsible for regulating, promoting, or assisting in local economic development.

**Eligible Provider:** The term “eligible provider”, used with respect to: 1. Training services, means an organization, such as a public or private college and university, or community-based organization whose application has been approved for the State list of training



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services as identified; 2. Intensive services, means a provider who is identified or awarded; 3. Youth activities, means a provider who is awarded a grant or a contract; 4. Other workforce investment activities, means a public or private entity selected to be responsible for such activities, such as a one-stop operator designated or certified.

**Eligible Training Provider List (ETPL):** A statewide collection of providers that are approved to give services through the One-Stop system. These lists contain consumer information, including cost and performance information for each of the providers, so that customers can make informed choices on where to use their Individual Training Accounts.

**English as a Second Language (ESL):** English language education for adults whose inability to understand, speak, read, or write the English language is a barrier to their ability to get or keep employment. This also has effects on their real ability to function in society or successfully complete the citizenship application process.

**Firewall:** Separation as a part of the procurement process.

**GED-General Equivalency Diploma:** A high school equivalency diploma, which is obtained by passing the General Educational Diploma Equivalency Test that, measures skills and knowledge generally associated with four years of traditional high school instruction.

**In-Demand Industry Sector or Occupation:** An industry sector that has a substantial current or potential impact (including through jobs that lead to economic self-sufficiency and opportunities for advancement) on the State, regional, or local economy, as appropriate, and that contributes to the growth or stability of other supporting businesses, or the growth of other industry sectors; or an occupation that currently has or is projected to have a number of positions (including positions that lead to economic self-sufficiency and opportunities for advancement) in an industry sector so as to have a significant impact on the State, regional, or local economy, as appropriate.

**Individual with a Barrier to Employment:** A member of one or more of the following populations: displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians, as such terms are defined in section 166; persons with disabilities, including youth who with disabilities; older individuals; ex-offenders; homeless individuals as defined in the Violence Against Women Act of 1994, or homeless children and youths as defined in the McKinney-Vento Homeless Assistance Act; youth/young adults who are in or have aged out of the foster care system; person who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural



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barriers; eligible migrant and seasonal farmworkers; persons within 2 years of exhausting lifetime eligibility under part A of title IV of the Social Security Act; single parents including single pregnant women; long-term unemployed person; and such other groups as the Governor involved determines to have barriers to employment.

**Individual with a Disability:** 1. In general. An individual with any disability (as defined in section 3 of the Americans with Disabilities Act of 1990 (42 U.S.C. 12`02)). 2. Individuals with Disabilities. More than one individual with a disability.

**Individual Training Accounts (ITA):** An expenditure account established on behalf of an eligible customer in WIA Title IB adult, youth and dislocated worker programs to purchase training services from eligible providers they select in consultation with the case manager, counselor or coordinator.

**Intensive Services:** Services available to adults and dislocated workers who have completed one or more Core Services and are still unable to gain employment OR who are employed and have been determined in need of services to get a better job in order to gain self-sufficiency. Intensive Services include individual career planning, resume preparation, job clubs, career counseling, internships, and comprehensive assessments. Basic education, ESL, and basic computer literacy are also sometimes considered intensive. Note: All customers in intensive services must be registered and are counted for performance measurement purposes.

**Internships:** WIOA considers an internship to be a form of paid or unpaid work experience, defined as an opportunity for exposure to the requirements of a particular occupation or industry, the work environment and the behavioral expectations for success on the job. Such work experiences are not expected to provide formal training for occupational skills, although some skills may be learned.

**Justice Involved:** An adult or juvenile who is or has been subject to any stage of the criminal justice process, and for whom services under this Act may be beneficial; or who requires assistance in overcoming artificial barriers to employment resulting from a record of arrest or conviction.

**Labor Force:** The total of all civilians classified as employed and unemployed and members of the Armed Forces stationed in the United States. (Bureau of Labor Statistics Bulletin 2175).



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**Labor Market Area:** An economically integrated geographic area within which individuals can reside and find employment within a reasonable distance or can readily change employment without changing their residence. Such an area shall be identified in accordance with criteria used by the Bureau of Labor Statistics of the Department of Labor in defining such areas or similar criteria established by a Governor.

**Labor Market Information:** Labor Market Information (LMI) must be provided to customers in every program. LMI generally involves four major areas of information, which include national job trends (including supply and demand), local job opportunities, education and skill requirements for jobs, and job seeking skills (writing resumes, job interview techniques, etc.).

**Life Skills:** Those skills which are included in adult literacy dealing with such topics as consumer economics, government and law, occupational knowledge, community resources, and health that are included into an educational agency's basic literacy skills course of study.

**Local Area:** The local workforce development area(s) designated by a Governor for delivery of WIOA services.

**Lower Living Standard Income Level:** The income level (adjusted for regional, metropolitan, urban, and rural differences and family size) determined annually by the Secretary of Labor based on the most recent lower living family budget issued by the Secretary.

**Local Workforce Development Board:** A local workforce development board established under section 107 of WIOA, as one of the 10 federally recognized local areas in Colorado.

**Low Income Individuals:** The term “low-income individual” means a person who: 1. receives, or is a member of a family that receives, cash payments under a Federal, State, or local income-based public assistance program; 2. received an income, or is a member of a family that received a total family income, for the 6-month period before application for the program involved (besides unemployment compensation, child support payments, payments described in subparagraph (A), and old-age and survivors insurance benefits received under section 202 of the Social Security Act (42 U.S.C. 402) that, for their family size, is not more than the higher of—(i) the poverty line, for an equivalent period; or (ii) 70 percent of the lower living standard income level, for a similar period; 3. belongs to a household that receives (or has been decided within the 6-month period before application



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for the program to be eligible to receive) food stamps according to the Food Stamp Act of 1977 (7 U.S.C. 2011 et seq.); 4. is a homeless person, as defined in subsections (a) and (c) of section 103 of the Stewart B. McKinney Homeless Assistance Act (42 U.S.C. 11302); 5. is a foster child for whom State or local government payments are made; or 6. in cases permitted by rules decided by the Secretary of Labor, is a person with a disability whose own income meets the requirements of a program described in subparagraph (1) or of subparagraph (2), but who is a member of a family whose income does not meet such requirements.

**Mature Worker:** An individual age 50 or older.

**Migrant Seasonal Farm Worker (MSFW):** a migrant farmworker , a seasonal farmworker , or a migrant food processing worker: **Seasonal Farmworkers** - is a person who during the preceding 12 months worked at least an aggregate of 25 or more days or parts of days in which some work was performed in farmwork earned at least half of his/her earned income from farmwork, and was not employed in farmwork year round by the same employer.

**Migrant Farmworkers** - is a seasonal farmworker who had to travel to do the farmwork so that he/she was unable to return to his/her permanent residence within the same date.

**Migrant Food Processing Worker** - means a person who during the preceding 12 months has worked at least an aggregate of 25 or more days or parts of days in which some work was performed in food processing (as classified in the North American Industry Classification System (NAICS) 311411, 311611, 311421 for food processing establishments), earned at least half of his/her earned income from processing work and was not employed in food processing year round by the same employer, provided that the food processing required travel such that the worker was unable to return to his/her permanent residence in the same day. Migrant food processing workers who are full-time students but who travel in organized groups rather than with their families are excluded.

**Occupational Skills Training:** Includes both (1) vocational education which is designed to provide individuals with the technical skills and information required to perform a specific job or group of jobs, and (2) on-the-job training.

**ONET:** The Occupational Information Network for use matching the title of an occupation with its 5 or 6-digit occupational code (<http://online.onetcenter.org/>).

**On-the-Job-Training:** Training by an employer that is provided to a paid customer while 1. Engaged in productive work in a job that: 2. Provides knowledge or skills essential to the full and adequate performance of job; 3. Provides reimbursement to the employer of up to 50



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percent of the wage rate of the customer, for the extraordinary costs of providing the training and the additional supervision related to the training; and 4. Is limited in duration as appropriate to the occupation for which the customer is being trained; taking into account the content of the training, the prior work experience of the customer, and the service strategy of the customer, as appropriate.

**Pre-Apprenticeship:** Services and programs, often including classroom instruction, designed to prepare individuals to enter and succeed in Registered Apprenticeship programs. These programs should have a documented partnership with at least one Registered Apprenticeship program sponsor and together, they expand the customer's career pathway opportunities with industry-based training coupled with classroom instruction.

**Public Assistance:** Federal, State or Local government support provided to families for which eligibility is determined by a needs or income test. Includes TANF, childcare, food stamps (SNAP), housing assistance, work subsidies, and allowances or other cash payments to meet living expenses.

**Regional Areas:** This term does not have a specified meaning for Colorado. In WIOA, the terms are local area (the 10 federally recognized geographic areas that receive WIOA funding and are responsible for the administration and delivery of WIOA programs and services) or regional planning area (a group of local areas that have agreed to coordinate service delivery and develop regional WIOA plans).

**Registered Apprenticeships:** An employer-driven model that combines on-the-job learning with related classroom instruction that increases an apprentice's skill level and wages and is registered/approved with the US Department of Labor.

**Sector Partnerships:** Brings together employers, at a regional level, from the same industry with the education, training and other community support programs needed to implement solutions and services that ensure the target industry thrives.

**Supplemental Nutrition Assistance Program (SNAP):** Provides supplemental food and nutrition assistance to low income individuals. Replaced Food Stamp program.

**Talent Development:** Developing and guiding customer's skills, knowledge and abilities through understanding, managing and developing their talents in the best possible way; in conjunction with occupational training, classroom training and work-based learning strategies.



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**Temporary Assistance to Needy Families (TANF):** Is a federal program providing cash, medical or food assistance for parents and children.

**Trade Adjustment Assistance (TAA):** Trade Adjustment Assistance service and allowances provided for achieving reemployment of adversely affected workers, including TRA, training, and other re-employment services, and job search allowance and relocation allowances.

**Trade Readjustment Allowance (TRA):** A weekly allowance payable to an affected worker with respect to such worker's unemployment.

**Training Services:** The education and employment training services to be offered at no cost to One-Stop system customers who have been unable to get a job after having received one or more core services and one or more intensive services.

**Veteran:** An individual who served in the active military, naval, or air service, and who was discharged or released from such service under conditions other than dishonorable.

**Veteran (Recently separated):** Any veteran who applies for participation under this title within 48 months after the discharge or release from active military, naval, or air service.

**Vocational Rehabilitation:** Is a process/program which enables persons with functional, psychological, developmental, cognitive and emotional impairments or health disabilities to overcome barriers to accessing, maintaining or returning to employment or other useful occupation.

**Wagner-Peyser:** Employment Service programs – Employment Service basic labor exchange and other services funding source.

**Welfare and/or Public Assistance Recipient:** A person who, during the course of the program year, receives or is a member of a family who receives cash welfare or public assistance payments under a Federal, State, or local welfare program.

**WIOA Adult:** An individual who is age 18 or older.

**WIOA:** Is a comprehensive legislation that reaffirms, reforms, and modernizes the public workforce system, bringing together and enhancing several key employment, education, and training programs. WIOA resources, services, and leadership tools for the workforce



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system to help individuals find and maintain good jobs and improves employer prospects for success in the global marketplace. It ensures that the workforce system operates as a comprehensive, integrated and streamlined system to provide pathways to prosperity for those it serves and continuously improves the quality and performance of its services.

**Work-based Learning:** Experiential learning opportunities that take place within a business or onsite with an employer.

**Workforce Development:** Is an American economic development approach that attempts to enhance a region's economic stability and prosperity by focusing on people rather than businesses. It is essentially a human resources strategy.

**Youth/Young Adults:** Means an individual between ages 14-24 who meets the Title I of WIOA Youth/Young Adult program eligibility.



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### **PUBLIC COMMENT PERIOD**

For the public comment period of March 27 through April 27 the plan was posted on the Adams County and CWDC websites. We received one response on April 27th from the Colorado Center on Law and Poverty (CCLP) in Denver.

WBC personnel will be meeting CCLP to discuss and clarify their suggestions as well as look for opportunities to partner. After that meeting the Workforce Development Board will modify the plan, if necessary.

There comments are included, starting on the next page.





## Adams County Local WIOA Plan

### Comments from the Colorado Center on Law and Poverty (CCLP)

In the Plan, please specify how services and related outcomes to different ‘priority’ populations are provided, measured and reported. We recommend specific language about your goals for these populations, and how you measure and report services (and outcomes) provided to youth and young adults, homeless people, individuals with behavioral health and other disabilities, returning citizens, mature workers and veterans. We ask that you describe how you identify “priority” populations during intake, and then provide responsive and culturally sensitive services based on personal needs. More clarity about how “priority” job-seekers are assessed, intake and directed to relevant programs and resources will assist all partners to provide better support and be more accountable to these participants.

Specific recommendations include:

1. Page 16 - #2 –add: “Assessment of the potential jobs for ‘priority populations’ in each business sector will be done and used to forecast employment opportunities as well as training needs for these populations.”
2. Page 16 - #3 – add “Review of educational and skill levels of ‘priority job-seekers’ will be done as part of this full analysis. The labor market trends will also be reviewed for their compatibility to the specific skills and work abilities of different ‘priority job-seekers’”.
3. Page 17 - #1 – add: “Strategy 1.2 – Provide trainings and resources to employers to enrich productivity of full workforce (including ‘priority workers’)
4. Page 17 - #4 – add bullet: “All training services and activities will be reviewed for their effectiveness to build skills and ability for ‘priority populations’ and all job-seekers”.
5. Page 18 – Goal 4 – add: “Strategy 4.3 – Increase workforce staff knowledge of ‘priority populations’ and how to effectively serve them through hosting a full slate of trainings such as: ‘Trauma Informed Care’; ‘Bridges Out of Poverty’; ‘Motivational Interviewing’; ‘Mental Health First Aid’; and trainings related to serving veterans, mature workers, individuals who have experienced homelessness, and working with different learning styles”
6. Page 18 – iii, add 2 bullets: “1) Special attention will be given to developing sector partnerships that create productive job and career pathway opportunities for youth and young adults; 2) Special attention will be given to developing sector partnerships that create productive job and career pathway opportunities for ‘priority populations’”
7. Page 18 – iv, add bullet: “In this new plan, development of sector partnerships will include strategies for how ‘priority’ populations will access these opportunities; they will also incorporate community organizations so they can provide support to ‘priority’ job-seekers. Efforts will be made to identify sectors that have specific interest in hiring a diverse workforce so that ‘priority’ populations are hired in new and existing sectors.”



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8. Page 18 – v – add bullet: “Additional goal and objective is to develop targeted opportunities for employment and growth for individuals in ‘priority populations’”
9. Page 19 – after Youth – add bullet: “Work-based learning will be used as a proven strategy for supporting priority populations to pursue different job sectors. Efforts will be made to develop flexible experiences in such areas as number of potential learning sites, type of sites available, and length of learning experience, to meet the needs of the participant.”
10. Page 21 – ii – add paragraph – “Efforts will be made to develop sector partnerships that include job and career pathway opportunities for ‘priority populations’ and entry level workers so as to serve the full workforce in Adams County”
11. Page 22 - #7 - add paragraph – “Career pathways will be developed through partnerships with community organizations that have training programs related to different sectors”
12. Page 22 – add bullet: “Cultivate partnerships with community organizations to provide training to ‘priority populations’ in job with sector partnerships that have growth potential”
13. Page 22 – add bullet – “Adams Co. workforce recognizes that many job-seekers from ‘priority populations, TANF families and youth will need targeted assistance with and subsidies for child-care services throughout the job-search and retention process. This will be coordinated by the workforce center staff”.
14. Page 23 - #9 add: “We will strive to improve coordination of services for people with all disabilities, including hidden ones such as behavioral health and learning disorders, and identify effective opportunities and career pathways for these individuals”.
15. Page 25 – The Welcoming – add: “Workers who do the Welcoming will be thoroughly trained to understand eligibility criteria of in-house programs as well as those of mandated and community partners. These ‘points of first contact’ will also be trained to interact effectively and demonstrate cultural sensitivity to each individual who comes for services”.
16. Page 25 – #a, add bullet: “All staff of One-Stop will receive ongoing trainings to learn effective strategies for working with ‘priority populations’, and to understand how to engage with diverse populations who have experienced trauma in many different ways”
17. Page 26 – end of first paragraph – add bullet: “Workforce staff will develop strong partnerships with community organizations to provide additional expertise and support to ‘priority populations’ who are seeking employment”
18. Page 32 – add paragraph to bottom of #d: “For individuals who have challenges with or are not wanting to only access a technological system, staff will be available to assist them throughout the employment process”.
19. Page 32 – e – add: “The training they receive on the ADA will focus on expanding overall staff ability to accommodate participants in the workforce center, and work with employers to do the same. It will also discuss the importance of respecting and accommodating all disabilities, including ‘hidden ones’ such as behavioral health and cognitive issues, brain injuries, developmental challenges and issues related to trauma”
20. General recommendation: “Convene a Standing Committee/Advisory Committee of Workforce Boards focused on serving ‘priority’ populations.



## **ADAMS COUNTY WORKFORCE AND BUSINESS CENTER LOCAL PLAN**

21. General recommendation: “Make public the specific goals and performance indicators for the number of ‘priority’ populations are to be served, trained, and placed annually.”